



CARIBBEAN REGIONAL INTERN-SCHOLARSHIP PROGRAM

**Contract No. EEE-I-00-00010-00
Strategic Technical Assistance for Results with Training (START)
Task Order No. 803**

FINAL REPORT

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EXECUTIVE SUMMARY

This report describes the approach, implementation and management of the Caribbean Regional Intern-Scholarship Program (CRISP). It also describes the specific areas of responsibility of the Program Partners and the impact of CRISP on the competitiveness of the region.

CRISP was successful in its drive to improve competitiveness in the Caribbean region by creating a cadre of skilled people who have the commitment, capacity and creativity to compete in the global arena. The achievements of participants in their training programs is evidence of this, further reinforced by the willingness of their employers to set performance objectives for participants to utilize their newly acquired knowledge and skills upon return to their work environment. Many returned participants have moved to or already found new positions where they can utilize the skills and knowledge gained during their training.

A total of three hundred and ninety (390) participants from the Organization of Eastern Caribbean States (Antigua and Barbuda, Dominica, Grenada, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, designated as less developed countries, and Barbados, designated as more developed), attended training in the United States and various countries of the region, during the period October 2003 to May 2005.

In the first year (2003-2004), CRISP trained 74 participants broken down into three categories:

- Long Term - 5 candidates in programs of one- to two-years duration - graduate, undergraduate, diploma, associate degree and certificate.
- Medium Term - 13 candidates in study programs and internships up to one year duration;
- Short Term - 56 candidates in programs of two months duration or less – courses, seminars, conferences, workshops, observational study tours, and other development interventions.

During the second year, CRISP trained 316 more participants. The majority of participants trained in Year 2 were short term participants, who attended a series of professional workshops and seminars. Over the life of the project, 2003-2005, CRISP trained 390 participants.

A breakdown of the participants trained by country is given below.

Country	# of Trainees
Antigua	30
Barbados	69
Dominica	46
Grenada	43
St Kitts/Nevis	86
St Lucia	71
St Vincent	45
TOTAL	390

The Program successfully attracted participants from the private and public sectors with demonstrated abilities and potential to develop technical skills, attitudes and values to compete internationally in the targeted sectors. The highest number of applications for the scholarships came from applicants interested in further training in the specialized areas of information technology and financial services.

In the area of Information Technology, several participants gained professional certifications and now have capabilities in the broader applications of IT, maintenance and repair, and a greater appreciation of how new technologies and telecommunications can be integrated into product delivery. Aurora was able to arrange an internship for a participant with a training need in the area of Technology Law with the Tech Law Group in San Diego, California, providing the participant with hands on experience in matters such as the legal drafting of internet use agreements and master license agreements for the license of proprietary software.

CRISP was able to provide a range of customized training for participants in financial services. An observation tour was arranged for one participant with the Life Insurance Management and Research Association in the United States to enhance knowledge and skills in the provision of financial planning advice to clients and to acquire information on new trends and techniques in financial planning. Other participants employed with credit unions, banks and other similar financial institutions and government ministries were able to improve and strengthen skills in loan policy analysis, credit management, debt collection, financial markets, investments and anti-money laundering through customized CRISP training.

Internships in financial services were arranged with U.S. companies like Merrill Lynch in Oakland, CA and the African Presidential Archives Research Center at Boston University. In terms of knowledge management, one participant gained a certification in customer relationship management and two participants from government Archives Departments in St. Lucia and St. Vincent respectively were trained in modern techniques for appraising, preserving and referencing archival material at the U.S.

National Archives, Washington, D.C., thereby strengthening the skills of government archives in these countries.

Training in agribusiness in Jamaica and the U.S. covered a wide range of areas, from training in techniques to improve packaging, quality processes, storage, food security, pest control and disease prevention to training in developing business and marketing skills in the small agricultural sector. CRISP collaborated with the Inter-American Institute for Cooperation on Agriculture (IICA) and sponsored a series of agribusiness management workshops in six OECS countries. A total of 177 participants attended these workshops.

Some important outcomes of CRISP include:

- The relationships and linkages were formed by Program Partners, participating organizations in the private and public sectors and training providers. In addition, some participating organizations have gained groundwork experience to become learning organizations, encouraged by participants of CRISP.
- Participants have acquired skills and gained experiences that will impact their organizations and the broader community.
- The region has enhanced its human resource capacity and improved its potential for competing in the international arena.

An electronic copy of the CRISP data base maintained by AED/Aurora has been provided to the USAID Mission. This data base provides complete data of the names of the participants, gender, country, field of study, training institution, training start date and end date, and duration of training. In addition, two separate lists of participants, one sorted by country with contact information, and the other by long, medium and short-term training are attached to this report in hard copy.

1. OVERVIEW OF PROGRAM DESIGN AND OBJECTIVES

The Caribbean Intern-Scholarship Program (CRISP) is part of the USAID/Caribbean Regional Program. The United States foreign policy interests in the Caribbean are guided by the 1997 Bridgetown, Barbados Summit accord, which commits the United States and signatory Caribbean nations to implement plans of action that promote:

- Free trade and economic development;
- Safeguard the natural environment; and
- Enhance justice and security.

The Caribbean Region Program (CRP) was established in support of the accord. The geographic scope of the CRP is the entire Caribbean with special emphasis on the Eastern Caribbean. The program seeks to support the development of the region through specific objectives in the following areas:

- Improved business environment to meet international standards;
- Improved environmental management by public and private entities;
- Increased efficiency and fairness of legal systems in the Caribbean; and
- Enhanced Caribbean response to the HIV/AIDS crisis in target countries.

The island states of the Eastern Caribbean (EC), covered under the CRP, are small and have domestic economies that depend significantly on export revenues and tourism as mainstays for growth. Vulnerability to external shocks has led governments of the EC to emphasize economic diversification as one of the principal means of coping with income security and promoting stable and sustained growth. The impending changes arising from the World Trade Organization (WTO) and Free Trade Areas of the Americas (FTAA) mandates as well as the dismantling of the European Union (EU) trade preferences, further highlights the need to diversify the region's economic base. In order to do so, competitiveness needs to be improved and EC states need to ensure that their products and services meet international standards. Factors that have prevented EC states from achieving their potential include:

- an inadequately trained labor force
- outdated processes or methods of production
- the high cost of capital
- lack of access to information technology
- lack of access to global financial markets

Trained individuals are critical to efficient policy-making, enlightened government, private sector cooperation, improved public services, and fair and equitable socio-economic development. Development opportunities, through training and other

interventions, are needed to create jobs and to help the region to meet international best business standards. As a result, the Caribbean Region Intern-Scholarship Program (CRISP) was created to address the human resource capacity deficiencies in the English-speaking Caribbean.

1.1 PROGRAM OBJECTIVE

The overall objective of CRISP was to promote Caribbean leadership in the global economy through scholarships, internships, seminars and other relevant developmental interventions, via a consortium of government, university and private sector partners in areas that will enhance the competitiveness of the region. The training target during the first year was to train 80 individuals (60 short term; 15 medium term and 5 long term) in the targeted areas of information technology and telecommunications, knowledge based services, agri-business and financial markets.

1.2 PROGRAM DURATION

The duration of the program was March 2003 to July 2005. However, the Task Order was funded on a yearly basis. The original term of the Task Order was from March 2003 through September 2004. Later, the TO was extended to July 31, 2005

1.3 PROGRAM DESIGN

The Caribbean Regional Intern-Scholarship Program was designed to encourage cooperation and partnership among public, private, educational and non-governmental organizations with the aim of paving the way for a self-sustaining source of training and economic development in the English-speaking Caribbean. CRISP was administered, implemented, facilitated and evaluated through a four-way partnership with an Advisory Council appointed by USAID. The partnership consisted of:

1. United States Agency for International Development (USAID) - Sponsoring partner and funding agency,
2. University of the West Indies, Centre for Management Development - Implementing Partner,
3. Academy for Educational Development (AED) and its subcontractor Aurora Associates International Inc., - Training Contractor and,
4. Aguirre International - Evaluation and Monitoring Contractor.

1.4 PROGRAM PARTNERS

Sponsoring Partner

USAID's Caribbean Regional Mission funded CRISP. The Mission's Cognizant Technical Officer (CTO), operating out of the satellite office in Barbados, provided oversight for program activities. The CTO was responsible for:

- Selecting and arranging for the Implementing Partner to administer the Program;
- Co-chairing the Advisory Council with a representative of the Implementing Partner;
- Selecting members to serve on the Advisory Council;

- Providing guidance on objectives, procedures and general selection criteria for participants;
- Giving final approval for proposed training of selected participants;
- Monitoring project progress and implementation by the Implementing Partner and the Training Contractor;
- Ensuring the Implementing Partner and the Training Contractor are in compliance with USAID training procedures and Task Order requirements.

Implementing Partner

University of the West Indies, Centre for Management Development (CMD)

The Implementing Partner was responsible for promoting CRISP by:

- Facilitating the participant (trainee) recruitment and selection process; preparing lists of participants and documenting the reasons for their selection or non-selection and providing bio-data on participants;
- Developing points of contact in each participating territory;
- Identifying pressure points and trainee clusters that are likely to impact small and medium enterprises (SME's);
- Forming clusters of SME's and service providers;
- Collaborating with the private and public sectors in economic growth policy and projects;
- Preparing work site environments, participants' colleagues and/or supervisors, to accept the objectives of training and internship assignments;
- Developing agreed performance goals for participants returning to work;
- Monitoring follow-on activities on each participant and documenting participant job mobility and success in implementing skills and knowledge acquired through training;
- Maintaining and updating records of participants in regard to contact information and job history.

In addition, a primary responsibility of the Implementing Partner, in consultation with the USAID, was to move CRISP toward financial self-sustainability.

Advisory Council

The Advisory Council was drawn from a wide range of distinguished persons from both the public and private sectors who understand the development needs of the Region. The role of the Advisory Council was to:

- Use their knowledge of the development needs and experiences of the Region to guide the implementation process by providing input to the Action Plan undertaken by the Implementing Partner to achieve the goals and objectives of the Program; and
- Provide overall guidance and expertise to the Program Partners.

The Advisory Council consisted of:

NAME	ORGANIZATION	COUNTRY
John Benjamin	Banking Consultant	Antigua
Colin Bully	Executive Director, OECS-Export Development Unit	Dominica
Charmaine Gardiner	Managing Director, Carasco & Son Co. Ltd	St. Lucia
Dr. Norma Holder	Ex-Principal, Barbados Community College	Barbados
Marion McNab	Chief Executive Officer, Ministry of Education, Youth & Sports	Belize
Aaron Moses	Human Resource Consultant	Grenada
Andrea Watson-James	Program Manager-OD, Caribbean Secretariat	Guyana
Tessa Robertson	Portfolio Manager, Caribbean Development Bank	Barbados

Some members of the Advisory Council participated in the selection of trainees, by serving as members of the interviewing panel for medium-term candidates. The members also assisted in the recruitment of applicants for scholarships within their countries. The Advisory Council met twice a year - once during 2003, twice during 2004 and the final meeting was held in March 2005.

Training Contractor

The prime contractor for CRISP was the Academy for Educational Development, (AED) and Aurora Associates International, Inc. served as its subcontractor, with primary responsibility for managing all training activities as proposed in its proposal to USAID. CRISP was awarded to AED as a Task Order activity through limited competitive procurement under the Strategic Technical Assistance for Results with Training (START) Indefinite Quantity Contract.

The role of the Training Contractor was to plan, design, organize, and manage all training activities conducted by the project. This was done in close collaboration with the Implementing Partner. The activities included:

- Working with the Implementing Partner to ensure smooth execution of project objectives;
- Collaborating with private and public sector employers to define training needs and develop appropriate programs to achieve the desired results
- Developing a Training Plan;
- Identifying training providers and working with them in developing effective curriculum in each case;
- Attending meetings of the Advisory Council;
- Assuring that program procedures conform to USAID's ADS 253 and Mission Training Order;
- Participating in the participant screening and selection process;
- Developing an inventory of employers willing to accept qualified interns;

- Handling pre-departure requirements, interventions, and administrative processing like obtaining visas, making travel and other logistical arrangements, and conducting orientations;
- Providing a full range of administrative and logistical services to support all phases of the training process, from handling the logistics of participant enrollment, instruction, in-training monitoring and administrative arrangements to return to work from in-country, regional and U.S.-based-training programs, as well as post-training support and follow-up activities).

The activities of the Training Contractor will be reported in the next section, Training Activities Supported by the Project.

Global Evaluation and Monitoring (GEM) Partner

Aguirre International Inc., a U.S. consulting firm, contracted by the Center for Human Capacity Development in the U.S. Agency for International Development's Global Bureau (G/HCD), to manage the Global Evaluation and Monitoring (GEM), was engaged by USAID/Jamaica to serve as the monitoring contractor for CRISP. The role of the Evaluation and Monitoring Partner was to conduct an outside evaluation of Program activities, specifically by:

- Developing a Performance Monitoring Plan defining common performance indicators to be used to evaluate the effectiveness of the training and related support activities;
- Conducting formal monitoring reviews periodically.

Aguirre International's representative, Mr. Tom Judy, participated in the CRISP Advisory Council and Strategy Meetings and attended the Networking Workshop where he administered an evaluation questionnaire to returned participants. AED/Aurora also assisted in setting up a number of meetings for the evaluation contractor with participants in training in the United States and in the region, and with returnees and employers.

1.5 PROGRAM MANAGEMENT

The Implementing Partner and the Training Contractor worked in collaboration with the USAID/Caribbean Regional Mission to execute Program deliverables and reports. Considerable effort was made to clarify and develop an understanding of Program goals. To this end, Program Partners held periodic meetings to plan the way forward for the project. Strategy Meetings were attended by representatives of CMD, Aurora, USAID and Aguirre.

The Program Management team for the Implementing Partner, CMD, was as follows:

- Dr. Jeannine Comma, Program Team Leader
- Mrs. Doreen Boyd, Program Coordinator
- Mrs. Stephanie Hunte, Program Administrative Assistant

The Program Management team for the Training Contractor, AED/Aurora Associates, was as follows:

Washington

- Mr. Mark Ketcham, Task Order Manager, with overall responsibility, for reporting to USAID and ensuring timely submission of TO deliverables;
- Ms. Natasha Whitehurst, Task Order Financial Manager, with overall responsibility for financial reports, budgets, revisions and pipelines;
- Mr. Gundu Rau, Project Manager, responsible for training management; planning, design and coordination of all training activities; overseeing field activities; managing training budget and providing pipelines and other financial reports;
- Ms. Sheila Grant, Placement and Counseling Specialist responsible for placement of participants into suitable training and internships in the U.S., providing administrative, logistical and counseling support, disbursement of allowances, and assisting with arrival and exit interviews.

Field office in Barbados

- Ms. Lynette Andrew, Training Coordinator, responsible for managing program activities in the field, including placement of participants selected for training/internship in the region and supporting them;
- Mrs. Marilyn Brewster, Administrative Services Coordinator, responsible for providing logistical and administrative support for all field activities, processing participant records, data collection for preparation of reports, disbursement of funds, book keeping, and maintaining project records.

An Operations Manual for CRISP was developed by Aurora as a reference document to guide Program Partners. The manual was used as a guide to direct how CRISP was to be approached, implemented, managed and evaluated given the specific areas of responsibility of the Program Partners. In addition, an Operations Agreement, approved by USAID, was prepared setting out specific tasks and responsibilities of the partners, associated activities and budgetary responsibilities. AED/Aurora and CMD staff held regular meetings in the field and work plan documents were exchanged to ensure close coordination for an efficient and smooth coordination of all project tasks. This was critical to have clarity due to overlapping program responsibilities in the scope of work of the two organizations.

2. TRAINING ACTIVITIES SUPPORTED BY THE PROJECT

The main responsibility of AED/Aurora was to arrange training/internship for selected candidates, provide administrative, logistical, counseling, financial support and monitor their progress. The planning and development of training programs was achieved by:

- Developing an Expression of Interest survey questionnaire to ascertain the level of interest of employers in the region in nominating staff for training and their interest in accepting interns. The questionnaire, accompanied by a brief paper outlining the objectives of CRISP, was sent to 90 employers across the region. In addition, employers' organizations (Chambers of Commerce, Employers' Associations) in Antigua, Barbados, Dominica, Grenada, St. Lucia, St. Kitts and St. Vincent were asked to distribute the questionnaire to member companies. The Caribbean Association of Industry and Commerce (CAIC), based in Trinidad, was asked to disseminate the questionnaire soliciting internships to some 80 member organizations across the region. It was intended that results of the survey would serve as a guide to identifying specific training needs, however, response to the questionnaire was poor and limited staff resources, time constraints and other project priorities prohibited follow up efforts.
- Liaising with employers to determine specific training needs of selected participants and to ascertain how the training requested related to and supported the strategic objectives of the Program. This activity took considerable time since many participants, particularly in the IT area, were unclear about their specific training needs.
- Identifying the most suitable training location (in-country, regional or U.S. institutions). Several participants were trained in their own country and in the region. A total of forty-six (46) participants were trained in the U.S.
- Compiling a list of training institutions in the Caribbean region and identifying appropriate training providers. A list of some 54 training providers in the region was compiled.
- Preparing terms of reference for training design. A "Request for Training Terms of Reference" document was developed and sent to select training providers asking them to submit proposals for training that would satisfy the training requirements of the short- and medium-term scholarship awardees.
- Developing the Training Plan.
- Matching training requests, selecting participants and training providers to ensure the best-fit.
- Liaising with employers to arrange internships.
- Ensuring that training activities comply with USAID requirements as stipulated in ADS 253 and Mission Training Orders.
- Receiving and evaluating training proposals from training providers.
- Preparing budgets and proposals for submission to USAID for approval.
- In addition, Aurora worked closely with the Implementing Partner and participated in the recruitment and selection of trainees.

3. PROGRAMMING AND PLACEMENT

Training activities were achieved through a combination of in-country, regional and U.S.-based training. The administrative infrastructure for the execution of the Program was established within a few weeks as a result of collaboration between the USAID Cognizant Technical Officer and Aurora.

Aurora set up pre-departure procedures and administrative interventions for participants attending training and internships. Participants were briefed on program requirements and expectations prior to departure. A pre-departure checklist was developed to ensure compliance with all the requirements of the ADS 253.

To obtain J-1 visas the Strategic Objective training form and supporting documentation for application for J-1 visas was prepared by participants and sent from the Project Office to the USAID Mission in Jamaica. The approved DS 2019 document was then sent to the USAID office in Barbados.

A process was put in place in consultation the Cognizant Technical Officer whereby participants from the OECS countries visited Barbados for interview at the U.S. Embassy to obtain their J-1 Exchange student visa. During the same visit, candidates visited Aurora's project office for pre-departure orientation and for signing of the Award Agreement and Conditions of Training and also to be briefed on travel arrangements and procedures for arrival in the United States.

Travel arrangements were made for participants, whether to the U.S. or within the region and participants were provided with an advance maintenance allowance.

Upon arrival in the U.S., participants attended an orientation session at Aurora's Washington, D.C. office and received information on their onward journey where applicable.

Participants were provided with 24-hour emergency contact information and Aurora ensured that participants attending training and internships in the U.S. were enrolled in the Health and Accident Coverage (HAC) Program for the duration of their stay in the U.S. Travel Insurance coverage was also arranged for participants attending training within the Caribbean region.

Participants in the U.S. for long-term training received a Participant Handbook covering all the requirements, services, allowances, reports and other matters associated with the program.

3.1 TRAINING ACTIVITIES, 2003-2004

At the end of the selection process, the Implementing Partner provided Aurora with the approved list of selected participants and the process of programming and placement commenced.

Participant Information

Participants selected for scholarships for the period 2003-2004 (Year 1)

	Participants Targeted	Participants Selected	Participants Trained
Long Term	5	5	5
Medium Term	15	13	13
Short Term	60	60	56*
TOTAL	80	78	74

* Four short-term participants did not accept the scholarship for various reasons

Participants trained by target area, 2003-2004

	ITC	FS	AB	KB	MISC
Long Term	0	4	1	0	1
Medium Term	1	2	2	0	0
Short Term	29	15	7	6	6
TOTAL	30	21	10	6	7

Key	ITC = Information Technology & Telecommunications FC = Financial Services MISC = Miscellaneous (Intellectual Property, Operations Management, Science Technology & Innovation, Marketing, Training of Trainers)	AB = Agribusiness	KB = Knowledge-based
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Long Term Training, 2003-2005

Aurora's Task Order Manager and Training Coordinator met with the five long-term scholarship awardees and their employers to obtain information on their specific training needs, and briefed the candidates and employers on the U.S. university placement process, standardized tests to be taken (GMAT or GRE), transcripts, letters of recommendations related to their academic background and potential, and other documents required for submission of applications to graduate schools in the United States, and for planning and preparation for a long absence. Participants were asked whether they had any specific universities and programs in mind in order to develop a list of four to five schools to which applications would be submitted.

Aurora's challenge was to identify universities in the U.S. with programs commencing in winter/spring term of January 2004. Applications were made to at least three (3) Universities for each candidate. Three participants were required to take the GRE/GMAT Test as part of the admission process. The closest CBT Centre in the Caribbean Region was located in St. Croix and arrangements were made for the 3 awardees to travel to St. Croix to take the Test. One candidate, Ms. Faustin was not required to take any admission tests for the LLM program. Another candidate selected, Jonathon Fox, had already started his MBA program at the University of Miami, and arrangements were made for his transfer to CRISP as of January 2004. Aurora was successful in negotiating tuition waivers and other cost-sharing arrangements with all schools except one. This saved considerable funds for the project.

Participants were placed as follows for the spring semester of 2004:

Name	Country of Residence	Field of Study	Training Institution/Location
Tehara Clarke	St. Kitts	MA, Development Economics	Vanderbilt University Nashville, Tennessee
Fidela Clarke	St. Kitts	MBA International Finance	Indiana University of Pennsylvania, Indiana,
Sylvia Eugene	St. Lucia	MBA Finance	Indiana University of Pennsylvania, Indiana,
Verlyn Faustin	Antigua	LLM International Banking Law	Boston University Boston, Massachusetts
Jonathon Fox	Barbados	MBA	University of Miami Coral Gables, Florida



Long term participants, pictured at an orientation session in Barbados in December 2003, prior to their departure for the United States. Left to right: Fidela Clarke, St. Kitts, Sylvia Eugene, St. Lucia, Tehara Clarke, St. Kitts and Verlyn Faustin, Antigua

SUCCESS STORY – Fidela Clarke, St. Kitts

Fidela Clarke completed an MBA in International Finance in one year. In addition, she passed the rigorous Association of Certified Anti-Money Laundering Specialists certification examination and achieved the right to the prestigious designation, CAMS, under CRISP sponsorship. Fidela returned home and was promoted to the post of Acting Director General and Regulator with the Ministry of Finance, Financial Services Department (Regulatory Division). The department has as its mandate the proper regulation of all companies in the Financial Services sector. Fidela expects that her training will strengthen her skills to further assist the regulatory division in its compliance with international regulations. For Fidela, being a CRISP scholar has “put me one step closer to achieving my goals and provided me with an opportunity that will impact every aspect of my life. Through CRISP, I have been given the chance for educational advancement that will have a profound impact on the further development of St. Kitts and Nevis”.

Medium Term Training, 2003-2004

The thirteen candidates selected for medium-term training were recommended for training in the United States since training in the specialized areas identified was not available in the region. Internships were secured for two candidates at the end of training. Martha Augustin undertook an Internship with Merrill Lynch, Oakland, CA. and Curtis Knight interned with the African President Archives and Research Center at Boston University, Boston, MA.

Name	Country of Residence	Field of Study	Training Institution/Location
Brian Bynoe	Dominica	Geo-databases	Environmental Systems Research Institute, Vienna, VA
Malcolm Wallace	Dominica	Agribusiness	Institute of Applied Agriculture, University of Maryland, College Park, MD
Leighton Crawford	Barbados	Microsoft Certification	Netcom, New York, NY
Maron Samuel	St. Lucia	Microsoft Certification	Netcom, New York, NY
Philip Wells	St. Lucia	Microsoft Certification	Netcom, New York, NY
Gidden Augustin	St. Lucia	Microsoft Certification	Netcom, New York, NY
Sherry Maynard	Barbados	IT Security	Northeastern University, Boston, MA
Don Forsyth	Grenada	Internship-Operations Management	Florida Keys Electric Co-Op, Tavernier, FL
Timothy Lavinier	Dominica	IT	International College, Naples, FL
Martha Augustin	St. Lucia	Certificate in Finance and Internship	University of California, Berkeley, CA Merril Lynch, Oakland, CA
Julia Mitille	St. Lucia	Pastry & Baking Arts	Institute of Culinary Education, New York, NY
Sean Babb	Barbados	Microsoft Certification	Netcom, New York, NY
Curtis Knight	Barbados	Diploma in International Finance & Banking, and Internship	Boston University, Boston, MA, African Presidential Archives and Research Center, Boston University, Boston, MA

SUCCESS STORY – Curtis Knight, Barbados

Text of April 11, 2005 E-Mail from Mr. Curtis Knight to AED/Aurora Project Manager:

I am back from my trip to South Africa. Words cannot even describe the experiences that I have been a part of last week.

The connections I have made with some exceptional and well established people not only in South Africa but in Africa and the USA as well.

Before I would have read about the life of Africans, the beautiful sites in Africa, the political issues, the people but seeing it and hearing about it from local people was just simply AWESOME.

We were staying in Sandton City which is a really prestigious and rich and famous area, most South Africans were saying its the richest area in Africa, reminded me of DC.

We met with the following former Presidents of Africa

His Excellency Nicephore Soglo, Republic of Benin
His Excellency Sir Q. Ketumile J Masire , Republic of Botswana
His Excellency Antonio Mascarenas Monteiro, Republic of Cape Verde
His Excellency Flt Lt. Jerry John Rawlings, Republic of Ghana
His Excellency Daniel Arap Moi, Republic of Kenya
His Excellency Karl Auguste Offman, Republic of Mauritius
His Excellency Joaquim Chissano, Republic of Mozambique
His Excellency Ali Hassan Mwinyi, United Republic of Tanzania
His Excellency Kenneth Kaunsa, Republic of Zambia

Mr Rau when we meet in Washington I will bring you a report as well as I will see if I can get transfer all the pictures that were taken by all the students from Ghana, South Africa, Tanzania and the US into one complete album.

Thanks to everyone at CRISP, Aurora and Boston University Global for making this entire US experience a memorable one.

SUCCESS STORY – Sherry Maynard, Barbados

Sherry Maynard, medium term participant from Barbados, successfully completed the five month Graduate Certificate Program in Information Security Management in August 2004 at Northeastern University in Boston Massachusetts. She performed exceptionally well and made such a good impression in the program that within three months of her arrival, she was asked to teach an undergraduate course in computer science, “Advanced PC Software.” Further, looking at her potential, the university admitted her to the Masters Degree in Information Systems, waiving the normal admission requirements, provided a full tuition waiver, and recommended to CRISP to extend her stay to enable her to complete the degree. CRISP extended her sponsorship, and Ms. Maynard completed the Masters degree in just one year.

Part of Sherry’s vision for the future is to lecture part-time at the University of West Indies, Cave Hill Campus, whilst at the same time spearheading programs to assist her employer to implement new techniques and procedures to improve the management of information security.

Short Term Training, 2003-2004

Twenty-one short-term participants attended training activities in the United States. All other short-term participants were trained in the region, in Barbados, Dominica, Jamaica, St. Lucia, and Trinidad. Courses for groups of participants from the ITC and Financial Services clusters were held in St. Lucia and Barbados, respectively. One participant from St. Lucia attended an internship in Trinidad; participants from St. Lucia and St. Vincent attended internships in Barbados.

SUCCESS STORY – Shonda Forde, Barbados

Shonda Forde, a Senior Examiner with the Central Bank of Barbados, attended a seminar hosted by ACAMS in the United States and successfully passed the Association of Certified Anti-Money Laundering Specialists certification examination, having completed preparatory work in Barbados before attending the seminar. The program covered money laundering methods and the risks each poses to legitimate businesses; how to develop effective anti-money laundering defenses; methods of investigating laundering and the international anti-laundering requirements that companies are expected to adhere to. Through CRISP, Shonda has become the only person in Barbados to achieve this certification.

Ms. Forde is now training other Central Bank staff in the area of anti-money laundering. She was a presenter at the Anti-money Laundering seminar conducted by CRISP in February 2005 for participants in the financial services sector in the region.

3.2 TRAINING ACTIVITIES, 2004-2005

There was no specific target set for the second year of the program due to funding uncertainties. The main objectives, therefore, were: 1) to make sure that all long-term participants already in training in the U.S. were fully supported through completion of their degree training, 2) commitments made during Year 1 of the project for all medium- and short-term candidates were fulfilled; and 3) to develop a plan for additional training based on remaining funds and any additional funding that would be made available. AED/Aurora provided USAID with an updated pipeline of the training expenditures and after USAID indicated the amount of funds the project could expect to get for Year 2, Aurora submitted a training plan for Year 2 that mainly focused on regional training. After consultations with the Implementing Partner and the Advisory Council, and with USAID approval, it was decided to select a small group of 20 participants for medium- and short-term training, and to conduct a series of professional seminars in topics such as intellectual property; anti-money laundering and executive leadership. The topics were identified as priority areas for the region. In addition it was also decided to collaborate with Caribbean Trade & Competitiveness Development

Program (C-Trade) and the Inter-American Institute for Cooperation on Agriculture (IICA) to provide additional training and expand the reach of CRISP.

Participant Information: 2004-2005

	Participants Selected	Participants Trained
Long Term	0	0
Medium Term	6	5*
Short Term	15	14*
TOTAL	21	19

* One short term and one medium term participant did not accept the scholarship for personal reasons.

Participants trained by target area

	ITC	FS	AB	KB	MISC
Long Term	0	0	0	0	0
Medium Term	3	0	2	0	0
Short Term	10	2	1	0	1*
TOTAL	13	2	3	0	1

* Technology Law

Sixteen of the nineteen participants who accepted the scholarship offer for 2004-05 were trained outside their home countries, either in the U.S. or in the region.

One participant from Nevis attended a diploma program in geo-databases at the University of Technology in Jamaica. More than half the number of participants selected for training in 2004-2005 required training in the ITC target area. Seven ITC participants were trained in the United States and three were trained in their home countries of St. Lucia and Dominica.

Two participants in Agribusiness attended training at the University of Idaho in the United States and one was trained at the University of West Indies in Trinidad. One participant from St. Vincent undertook an internship in financial services with two organizations in Barbados. The other participant selected for training in financial services attended a five-day training course in Trinidad.

3.3. ADDITIONAL PARTICIPANTS TRAINED THROUGH COLLABORATIONS - 2004-2005

C-TRADECOM

CRISP was able to support specific activities under the CRP, by sponsoring participants who attended a two-day workshop held in Trinidad, January 15-16, 2004, on competitive marketing strategies, a regional training activity planned by under the Caribbean Trade & Competitiveness Development Program (C-Trade). This activity

supported CRISP's goal to improve the quality of services and competitiveness in the region. The costs of 33 participants attending the course were covered by CRISP. The Caribbean Trade and Competitiveness Project (C-TRADECOM) is program of technical assistance and training, funded by the USAID to facilitate trade expansion and competitiveness in CARICOM member countries and the Dominican Republic.

INTER AMERICAN INSTITUTE FOR COOPERATION IN AGRICULTURE (IICA)

CRISP responded to the region's need for agribusiness training to develop business and marketing skills in the small agricultural sector by collaborating with the Inter-American Institute for Cooperation on Agriculture (IICA) in conducting a series of agribusiness management workshops held in the six OECS countries. IICA and local partners shared the cost of the workshops. These low-cost workshops attracted a significant number of trainees (mostly young farmers and self-employed individuals in agribusiness). The departments of agriculture in each island territory also supported and participated in these workshops. This resulted in a significantly higher number of persons trained by IICA than the 120 originally planned. The workshops conducted mainly over four days in six countries, received quite a bit of publicity in the local media. The Minister of Agriculture and/or other senior officials from the Ministry of Agriculture opened the workshops, and CRISP advisory council members in some islands also addressed the participants.

The total number of persons trained per country is as follows:

COUNTRY	NO. OF PARTICIPANTS
Antigua and Barbuda	20
Dominica	19
Grenada	23
St. Kitts and Nevis	69
St. Lucia	20
St. Vincent and the Grenadines	26
TOTAL	177

SUCCESS STORY – Malcolm Wallace, Dominica

Malcolm Wallace is employed as an Extension Officer with the Ministry of Agriculture Division of Agriculture Extension Unit in Dominica. He is also President of the National Association of Youth and Agriculture (NAYA).

Through CRISP, Mr. Wallace attended a five-month program in agricultural development at the University of Maryland's Institute of Applied Agriculture. His program included an internship with the Maryland 4H extension program. Malcolm has been able to apply the skills he acquired immediately on return to work with the Ministry of Agriculture and is working with NAYA in Dominica and at the Caribbean level with the Caribbean Agricultural Forum for Youth (CAFY) to generate new ideas aimed at raising the level of interest and appreciation for agriculture amongst the youth of the region so that agriculture would be viewed as a viable career option.

On return to Dominica, Mr. Wallace participated in the Agribusiness Management workshop conducted by IICA in collaboration with CRISP.

The agribusiness management workshops received good media coverage in all locations. The following story is from the Chronicle newspaper in Dominica:

THE CHRONICLE, FRIDAY, SEPTEMBER 24, 2004 1B

IICA host training workshop

Under the theme "Charting A Way to Higher Profits For Agri Business Entrepreneurs" the Inter American Institute for Cooperation on Agriculture (IICA) in collaboration with the Caribbean Regional Intern/Scholarship Program (CRISP) and the National Association of Youth and Agriculture (NAYA) hosted a five-day workshop geared at developing the entrepreneurial spirit in regards to Agri Businesses in Dominica. Participants of the Workshop were selected from a wide range of local agribusinesses.

According to Regional Specialist for Agribusiness Development/IICA Barbados, Una May Gordon, the workshop was a response to certain problems within the agribusiness culture in Dominica, that were discovered at previous sessions, which needs to be addressed. "I believe, however, that one of the major factors that will drive the agriculture sector along at this time is to develop effective business cultures among our agricultural persons. The need to develop effective skills based on real time experiences and practical problems is perhaps the most important need at this time for the development of agriculture in Dominica and the region as a whole," she noted.

She stated that with an agriculture background spanning over 30 years, and because of Dominica's natural resources food production should now be more developed. "When I talk to strangers to our shores they are appalled by the natural resources that we have and we have not been able to develop effective food production techniques and explore the possibility of good storage. Our export sector is in turmoil still," she noted. Also she explained that the development of the region's human resource within

IICA's mandate is the primary objective of the workshop.

"The future of Dominica and the region as a whole will depend to a large extent on our capacity and the necessity to co operate with one another. What is needed at this time is a combination of imagination and realism to turn all the stumbling blocks that we have into pillars of development for entrepreneurship," Gordon indicated.

Gordon, who facilitated the workshop, revealed that these sessions are being conducted in six OECS countries, which signals a move into the future of entrepreneurial development.

CRISP Representative Colin Bully explained that his organisation identified Agribusiness as the major productive sector in the OECS countries towards which education and capacity building need to be directed.

"This training today is another support being provided through CRISP to look at the Agribusiness requirements and developing agribusiness skills in OECS member states," Bully said.

NAYA President Malcolm Wallace commended the initiatives of CRISP and its role in the Development of Agribusiness in the region. Wallace, who is a beneficiary of the CRISP program, undertook a medium term scholarship program in Agribusiness management at the University of Maryland. He indicated that through this workshop more will be learnt in the field of agribusiness development.



From left to right: Regional Specialist for Agribusiness Development/IICA Barbados, Una May Gordon, CRISP Representative Colin Bully and NAYA President Malcolm Wallace

Maturity doesn't come with age

There's more to it than that

3.3 SEMINAR SERIES

As discussed in 3.2 above, plans for effective utilization of available training funds were discussed at the CRISP Project Strategy Meeting held in July 2004. It was agreed that, in addition to placing a small number of participants selected for 2004-2005 in individual programs, CRISP would organize a series of professional seminars to increase the reach of the program.

AED/Aurora was charged with the responsibility of planning the seminars. This involved

- extensive promotion and publicity of the seminar in the region
- screening and selecting participants
- identifying subject experts from the United States and the region to conduct the seminars

- Identifying local collaborating institutions
- selecting the venues and making all administrative and logistical arrangements for the trainers and participants

Aurora collaborated with local institutions such as the Barbados Chamber of Commerce and the Central Bank of Barbados to promote the Intellectual Property and Anti-money Laundering seminars, aimed at mid-level managers, and with the Implementing Partner to arrange an Executive Leadership Development seminar, designed for Chief Executive Officers in organizations in the OECS. The seminars were advertised in newspapers in all OECS countries and received media coverage through press releases and news reports on local television. AED/Aurora was able to attract presenters/trainers who are specialists in their respective fields.

“Managing Intellectual Property for Business Development” seminar was held in Barbados, January 24-25, 2005. Thirty participants from Barbados and the OECS were selected from the 70 applications received. The Lead Facilitator was Jonathan Paul, an American attorney with expertise in intellectual property law, from The Tech Law Group, based in San Diego, California. Six resource persons based in Barbados and a guest presenter, an Intellectual Property Lawyer based in Montserrat, presented at the seminar. Dr. Wendy Hollingsworth, a CRISP short-term participant also presented at the seminar. Opening remarks at the seminar were given by the Minister of Industry and International Business of the Government of Barbados.

The Anti-Money Laundering seminar was held in Barbados, February 14-15, 2005. Thirty-three participants were selected to attend from the 83 applications received from applicants from Barbados and the OECS. Connie Fenchel, an expert on Anti-Money Laundering issues, formerly with the U.S. General Accounting Office, and now an independent consultant, was the lead trainer. At the request of AED/Aurora, the U.S. Government Accountability Office (GAO), made available the expert services of Ms. Barbara Keller, Deputy Director, based in Washington, D.C., at minimal cost to the project. Ms. Keller serves on the GAO staff liaison to the “Fight Against International Money Laundering Task Force.” In addition, two CRISP participants, Fidela Clarke of St. Kitts and Shonda Forde of Barbados, both of whom qualified as Certified Anti-Money Laundering Specialists under CRISP, presented at the seminar. The Deputy Governor of the Central Bank of Barbados addressed the participants at the opening ceremony. The Director of USAID’s Caribbean Regional Program in Barbados, Rebecca Rohrer, welcomed the participants.

Executive Leadership Development Seminar was held in Barbados, April 18-19, 2005. The Centre for Management Development took the lead role in planning and organizing the seminar with the assistance of AED/Aurora. It was attended by twenty-six senior business and public sector leaders of organizations in Barbados and the OECS. The objective of the workshop was to train a cadre of persons who will provide the critical mass of leadership that the Caribbean needs to move forward in supporting and improving the development of the region’s competitiveness. Dr. Mark Allen of Pepperdine University, Pepperdine, CA, was engaged to be the lead facilitator and

trainer for the seminar. Other presenters included Dr. Trevor Farrell, Senior Lecturer in Economics of the University of the West Indies, St. Augustine Campus, Trinidad, Jeffrey Sealy of Business Solutions Inc, Atlanta, GA and Roosevelt Finlayson of Management Development Resources, The Bahamas.

Dr. Ralph Gonsalves, Prime Minister St. Vincent and the Grenadines, opened the event and addressed the group. Based on the feedback from the participants, the three seminars were very successful. The events also provided an opportunity for the professionals in the field to exchange ideas and to network. A total of 89 participants, all professionals in key positions in the private sector and government institutions in Barbados and the OECS countries, attended these professional seminars. These seminars were rated very highly by the participants.

4. EFFECTIVENESS OF TRAINING PROGRAMS

4.1 TRAINING EVALUATIONS

The Task Order required that the Training Contractor monitor the performance of participants during training and assess the quality and relevance of training received. During training Aurora maintained close contact with the participants and their training providers and ensured that the Academic Enrollment and Term Reports providing detailed information about their program and progress were received each semester.

The Project Manager made a few visits to the training institutions in the United States and met with training providers and participants to discuss the quality of training.

At the end of training interventions, in the U.S. and regionally, Aurora ensured that all participants completed a training evaluation form. The evaluation assessed the quality and relevance of training providers, internships, training venues and the adequacy and quality of administrative support received by the participants. In addition, most long- and medium-term participants in the U.S. attended an exit interview at AED/Aurora Washington prior to returning to their home countries at the end of training. A copy of their evaluation was shared with USAID, and the Implementing Partner.

AED/Aurora also facilitated site visits to the various campuses and training institutions in the United States of the monitoring contractor, Tom Judy of Aguirre International. In addition, the project field office arranged meetings for Mr. Judy with participants in Barbados and St. Lucia, for training evaluation purposes.

4.2 CRISP SCHOLARS NETWORK

A key outcome of CRISP is that participants have acquired skills and gained experiences that will prove invaluable to their organizations. On return to work several participants have been able to share their knowledge with colleagues, thereby,

maximizing the impact of the training and facilitating wider access to information and a sound learning environment in their work setting, as well as the broader community.

The impact of learning will be further maximized if a structure exists to facilitate networking by CRISP scholars. To this end, AED/Aurora organized a networking workshop of CRISP “alumni”, entitled “**Partners for Progress**” for all CRISP scholars. The objective of the workshop, held in Barbados, March 18-19, 2005, was to encourage participants to see the importance of sustaining learning in their home countries through networking and to encourage sharing of what they have learned so as to contribute to national development initiatives. It is envisaged that the community of young, highly trained, talented, well-qualified “CRISP Fellows” will become committed leaders in key positions, equipped to take the region forward in the global economy. Dr. Basil Springer, Change Engine Consultant of Caribbean Business Enterprise Trust, presented at this workshop. The event was attended by the U.S. Ambassador to Barbados and the Eastern Caribbean, Ms. Mary Kramer, and the USAID Mission Director to Jamaica and the Eastern Caribbean, Ms. Karen Turner. Ms. Brenda Donald Walker, an expert in establishing professional networks and fundraising, and former Chairperson of the Annie E. Casey Foundation Fellows Network in the United States, made a detailed presentation on how CRISP scholars can organize themselves through a network for their mutual benefit. Dr. Jeannine Comma of the Centre for Management Development, the Implementing Partner, facilitated the afternoon session of the workshop, and offered various ideas for the CRISP fellows to establish the network and extended CMD’S continued support to the network.

Participants presented short- and long-term goals for developing the CRISP Scholars Network which included setting up a discussion group through the world wide web, utilizing Yahoo; developing an on-line directory for CRISP participants; finding employment through the network and then giving back financially for the sustainability of the network; establishing relationships with organizations such as the Caribbean Agricultural Forum for Youth (CAFY); establishing a website; seeking funding sources for further training. The presentations made by participant groups from various islands were thorough and of very high, and demonstrated both their interest in the establishment of the network and also of the expertise they have individually and as a group to effect positive changes in their island nations and in the region.

A Coordinating Committee for the CRISP Network was nominated consisting of the following CRISP scholars:

COUNTRY	NAME OF PARTICIPANT
St. Lucia	Philip Wells and Julita William
Barbados	Sean Babb and Shonda Forde
Dominica	Malcolm Wallace
St. Vincent	Avalon Morris
St. Kitts	Fidela Clarke, Chairperson of the Coordinating Committee
Grenada	Yvette Payne-Lewis and Jacob Victor

Participants expressed appreciation for the training opportunity they had through CRISP and pledged their commitment to the Network and also emphasized the need for funding.

5. DATA MAINTENANCE AND REPORTING

AED/Aurora maintained a comprehensive database of all participants who received training under CRISP. The data included participant's name, country of birth, gender, address, employer, position title, type of training and duration of training, training provider, venue and cost of training. Monthly training reports were provided to USAID.

Quarterly reports providing updates on program activities also were provided to USAID as required in the Task Order. In addition, AED/Aurora followed the USAID VCS/TraiNet reporting procedures for generating J-1 visa documentation, reporting the arrival and departure of participants for training in the United States and other updates. AED/Aurora worked closely with the TraiNet contractor in the United States, the Mission Approver based at USAID/Jamaica and the CTO in Barbados.

6. CONSTRAINTS AND LESSONS LEARNED

Aurora quickly developed close working relations with the Implementing Partner so as to come to understanding on program goals, especially aspects of the Task Order which seemed to require action from both parties for similar tasks. Significant lessons learned, therefore, were the importance of defining and understanding priorities and the necessity for frequent communication. Several meetings were held early on in the project between the two parties to clarify areas of operation and an Operations Agreement was drawn up.

Preparations for placing participants in programs commenced during August 2003 when the selection process was completed. A major constraint initially was the start up of the project did not coincide with the U.S. academic calendar. Aurora was faced with the challenge of placing long-term participants in programs for the spring semester with very little lead time, generally required by universities and colleges in the United States.

Insufficient information on training needs of awardees, particularly in the IT and telecommunications target area, initially delayed the placement of participants in training programs in the region since employers had to be contacted in order to clarify the training needs and make sure the participant and employer were in agreement.

Communicating with participants by conventional mail presented a challenge in some islands where an island-wide postal service is not available. Similarly, there were delays in getting responses from participants.

The absence of a designated “Approver” at the USAID office in Barbados caused considerable delays in processing the J-1 visa documentation and approval process early on in the project. Further, the “Approver” in Jamaica was not assigned any of the OECS countries to approve participants from those countries going for training in the United States under CRISP. AED/Aurora had to request the Mission Director in Jamaica to designate the “Approver” to cover OECS also. The visa document (DS-2019) generated in Washington was sent to the Approver in Jamaica, who in turn, had to send the document to Barbados. This added to the delays and required close coordination between the project office, USAID’s Barbados Office and Jamaica. The CTO had to make special efforts to track the receipt of the visa document in Jamaica and its onward transmission to Barbados, for the participants’ to attend the visa interview at the United States Embassy in Barbados. The lead time required for processing of visas, six to eight weeks, presented some challenges.

The uncertainty relating to funding for the second year and the amount of funding available required programmatic adjustments as it was difficult to plan training activities until funds were obligated to the Task Order.

7. SIGNIFICANT PROJECT ACCOMPLISHMENTS

A major accomplishment of CRISP is that within a short period of two years and a limited training budget \$1.8 million, the project trained a total of 390 participants. This is significant given the target for the first year was 80 and there was no target set for the second year in the Task Order. This accomplishment was possible because of the close consultations and coordination among the partners, USAID’s efficient approval of the revised training plan for the second year, and the efforts and commitment of the AED/Aurora project staff in Barbados in working out collaborative training arrangements with other organizations in the region sharing the goals and objectives of CRISP and in organizing a series of seminars at short notice within the project duration.

The training and internships attended by the majority of the participants, the short- and medium-term trainees in particular, were directly related to their work, and they were able to apply the knowledge and skills gained, to their work immediately upon return to their home countries, thereby impacting the efficiency of the services provided by their organizations. A number of participants attending IT programs in the United States received highly regarded industry certifications that will bring credibility to the work they do and improve the quality of work in their organizations. Some of these IT participants have plans to start their own independent consulting services.

Within the short period of time since their return to their home countries, some CRISP returnees have communicated with AED/Aurora, that they have moved to

positions of greater responsibility and authority within their organizations. Others have found new positions that relate directly to their training.

Here are a few examples of such communications received by Aurora:

Just writing you a few lines to let you know that everything is going well here. I passed the last part of the CPA a while ago, so I'm a Certified Public Accountant as well.

Work is very challenging. It is amazing what an MBA and a new position can do in these parts. Many people are now asking me for my opinion on several matters - I've even been asked by a Minister of Government to get involved in a project (I do not have the details as yet).

I want to thank you again for everything and for investing in my future.

Just a short note to inform you that I have gained employment. I began work on Monday July 11th at the National Conservation Authority (subsidiary of Government) as the Accountant. So far it is quite ok, but I know I have an uphill battle. Because of past fraudulent activities, this organization is currently going through some management restructuring.

On another note, I am happy to be home and I do plan to utilize my training in the most effective and efficient way.

I am pleased to report that I have been employed in the legal department of the Financial Services Regulatory Commission. I started work on Wednesday.
Verlyn Faustin

8. FINANCIAL DATA SUMMARY

Budget Category	Budget	Obligation	Expenditures	Accruals	Balance of Budget*
Management	\$710,135	\$710,135	\$660,882	\$47,435	\$1,818
Training	\$1,211,573	\$1,211,573	\$1,157,772	\$1,174,472	\$37,102
TOTAL	\$1,921,708	\$1,921,708	\$1,818,654	\$1,882,788	\$38,920

Note: This summary represents AED's best estimate for final project costs however final costs are not yet posted and therefore, the final project voucher cannot be issued. Certain field-incurred subcontractor costs have not yet been submitted to AED and participant taxes cannot be posted until after the end of the current tax year (2004).

APPENDICES

CURTIS KNIGHT, CRISP Scholar at Boston University, Boston, MA

LIVING ABROAD – A BARBADIAN STUDENT EXPERIENCE IN BOSTON

Attending Boston University as a recipient of the Caribbean Regional Intern Scholarship Program (CRISP) was by far the most awesome experience of my life. Aurora Associates, the contracted project manager for this USAID initiative, really went all out to make sure that I was provided with an depth orientation on living in the USA; this made the transition period much easier for the awardees.

At Boston University I successfully completed my Graduate Diploma in International Finance and Banking. My GPA summary was 3.58.



Students from the Boston University

Course taken were as follows: Quantitative Analysis for Business, Financial Theory and Policy, Capital Markets and Institutions, Introduction to Investment Management, Mergers And Acquisitions, Banking And Financial Services Marketing and Multinational Finance.

I also pursued an internship at the African President Archives and Research Center (APARC), Boston University, under the immediate supervision of the former US Ambassador to Tanzania, Charles Stith.



African Presidential Archives And Research Center Staff: Far left former US Ambassador Tanzania Charles Stith, First from his right Mary Mildred Stith Public Relations Manager, Julia Kenna Business Development Manager, Near to the camera Obenewa Amponsah, Office Manager, to her right Student Intern Curtis Knight

In my role as the Economic Research Assistant my primary focus was to compile a document that examined in detail

"Global Capital Market Development with focus on Africa, USA and the Caribbean. Opportunities and Impediments to private sector business development between these regions."

As a result of my academic interests in finance as well as my exceptional motivation and ambition I was selected to participate in the Federated Fellows Program, an initiative of the African Presidential Archives And Research Center and Federated Department Stores Inc.

As a participant of the Fellows Program I received a travel grant to participate in full range of activities relative to the **"African Presidential Roundtable 2005"** in Johannesburg on April 8 2005 and in Boston on April 12th and 13th. The African Presidential Roundtable is an initiative that involves eleven (11) former Presidents of Africa at one conference, Ministers of governments of South Africa, President IMF, Mayor of the city of Johannesburg, to name a few, to discuss policy related issues such as the Blair Commission Report,



Front Row: Federated Fellows Awardees: From Left Curtis Knight -CRISP Scholar, Naana Boyd Medgar Evars College, April Mojica Medgar Evars College, Kimberley Murphy Talladega College, Joseph Solomon Talladega

Back Row: From left ;Nicéphore D. Soglo of Benin; Daniel arap Moi of Kenya; Karl Auguste Offmann of Mauritius; Sir Q. Ketumile J. Masire of Botswana; António Mascarenhas Monteiro of Cape Verde;Aristides Maria Pereira of Cape Verde;Dr. Navinchandra Ramgoolam of Mauritius; Flt. Lt. Jerry Rawlings of Ghana

The Millennium Challenge Account, African Union, European Union, and other great donors agencies like International Monetary Fund (IMF), World Bank, International Development Finance and other policy development issues.

All Fellows were formally recognized a all public functions relative to the *Roundtable* and were introduced to other dignitaries.

Other activities included closed-door discussions with students from universities of University Dar Salem, University of Ghana, Morehouse College, Elizabeth City State University, Medgar Evers College, Harvard University and Talladega College in Alabama.



Student Body who participated African Presidential Roundtable 2005

I must admit that my favorite part of the entire experience was the friendships that I have developed with a very diverse group of aspiring people with varying ethnic backgrounds. My network of friends span from South America (Bolivia), to North America (Boston, Chicago, New York, Los Angeles), Europe (Lithuania, Norway, Turkey), Africa (Burkina Faso, Ghana, Kenya, Zambia, Nigeria and Zambia) and Asia (China, Japan, Taiwan).



To right of the waiter, Curtis Knight (Barbados); Janet Wanjala (Kenya); Junko Habo (Japan); To the left of the waiter Yuan Chano (Korea); Robert Sheppard (USA) and Tao Chaow (Taiwan)

Advice I'd like share with upcoming scholarship recipients is to NETWORK. Make friends with your fellow scholars as well as industry professionals. Second get involve, if you have the chance, in an internship opportunity. Nothing beats a combination of classroom experience and practical training in the real world work.

In conclusion I must say that successive governments have sought to move Barbados towards a strong services-based economy, while priding itself as being one of the leading developing countries in the world. I believe that it can only be maintained when young aspiring and ambitious individuals like myself, not only benefit from the CRISP scholarship opportunities, but are able to contribute to further development of our country.

To this end, I foresee myself being involved in the facilitation of mentorship programs for individuals who are interested in investment banking and capital markets at the tertiary level of education. Too many existing programs have curriculum that are vastly outdated and no where near the global community. I would work in conjunction with existing professional financial associations in Barbados and throughout the region such as The Barbados Banker Association (BBA), The Barbados Institute of Banking and Finance (BIBA), The Barbados Chapter of Investment Professionals (BCIP) to provide a higher level of skills and wider scope for its professional members.

I would like to work with CARICOM; on projects very similar to the Regional Capital Market Committee Educational & Awareness Program, where financial services regionalization is the key focus. Being in the company of a small cadre of Caribbean nationals, working as a team to contribute to the creation of a regional capital market would be a tremendous feat that has been in the pipeline for two long a period of time. This would offer tremendous potential benefits to the real economy through increased and broader market participation, facilitated by the availability of a wider range of financial products and services at competitive rates and terms.

Entrepreneurs would be better able to seek out venture capital financing for their business ideas, thus relieving some of the pressure on governments to provide concessional financing, and corporate firms would be encouraged to augment their traditional mode of finance from predominantly retained earning and bank loans.

The financial services sector of the Caribbean is and will become even more competitive with open market operations there will definitely be a need for suitably qualified professionals who can make a valuable contribution to this massive change process of expansion of the regional capital markets sector.

**LIST OF CRISP PARTICIPANTS –
SORTED ALPHABETICALLY**

ACADEMY FOR EDUCATIONAL DEVELOPMENT
Aurora Associates International, Inc.
Caribbean Regional Intern-Scholarship Program
List of participants (Alphabetical)

Participant Last Name	First Name	Gender	Employer	Country	Type of Training	Name of Training Institution	Training Institution Full Address	Training Start Date	Training End Date
ALCINDOR	Fredora	F	Unemployed	St. Lucia	Microsoft Office Suite	Ameritech Global Services (St. Lucia) Ltd.	28 Micoud Street, Castries	25-Jan-04	30-Jan-04
ALEXIS	Ovid	M	Wholesome Music Productions/Publications	St. Lucia	Intellectual Property	Aurora - CRISP	Barbados	23-Jan-05	25-Jan-05
ANTHONY	Felicia	F	Folk Research Centre	St. Lucia	Master CIW Designer	Cable & Wireless College	P.O. Box 111, Bridge Street, Castries	13-Oct-03	31-Oct-03
ASHBY	Jennifer	F	Grenada Food & Nutrition Institute	Grenada	Food Technology	University of Idaho	Moscow, ID 83844	9-Mar-05	28-May-05
AUDAIN	Margaret	F	Sagicor Life Ins	Barbados	Conference/ Job attachment	LIMRA, Connecticut	Connecticut, U.S.A.	10-Oct-04	22-Oct-04
AUGUSTIN	Martha	F	The National Ins. Property Development & Mgmt Co. Ltd.	St. Lucia	Diploma in Finance	University of Berkley	Berkeley, CA	6-May-04	21-Nov-04
AUGUSTIN	Gidden	M	J.Q Charles Ltd.	St. Lucia	Web Design	Netcom Information Technology	350 5th Avenue, Suite 717, New York, NY 10018	4-Mar-04	20-Jul-04
AUSTIN	Christal	F	Lyrical Lava Inc	Barbados	Intellectual Property	Aurora - CRISP	Barbados	23-Jan-05	25-Jan-05
BABB	Sean	M	Sagicor Life Ins	Barbados	Network Engineering	Netcom Information Technology	350 5th Avenue, Suite 717, New York, NY 10018	26-Oct-04	19-Dec-04
BALCOMBE	Nicolette	F	Ministry of Agriculture & Fisheries	St. Vincent	Job Attachment	Rural Agriculture Development Authority	Hope Garden, Kingston 6	14-Jun-04	9-Jul-04
BARKER	Heather	F	Clearly Content	Barbados	Intellectual Property	Aurora - CRISP	Barbados	23-Jan-05	25-Jan-05
BARKER	Kyron	M	St. Vincent & The Grenadines Development Bank	St. Vincent	Internship in Credit Analysis	Bank of Butterfield & Enterprise Growth Fund	1 Beckwith Place, Broad St, Bridgetown	7-Mar-05	18-Mar-05
BARON	Tamar	F	OECS Export Development Unit	Dominica	Record Management	UWI, Cave Hill Campus	Cave Hill, Barbados	21-Jun-04	31-Jul-04
BASS	Judy	F	Financial Intelligence Unit -	St. Kitts /Nevis	Anti-Money Laundering Seminar	Aurora - CRISP	Barbados	20-Feb-05	22-Feb-05
BEHARRY-DUKE	Jilean	F	JED Services Limited	Barbados	Intellectual Property	Aurora - CRISP	Barbados	23-Jan-05	25-Jan-05

ACADEMY FOR EDUCATIONAL DEVELOPMENT
Aurora Associates International, Inc.
Caribbean Regional Intern-Scholarship Program
List of participants (Alphabetical)

BELGRAVE	Wilma	F	Central Bank of Barbados -	Barbados	Anti-Money Laundering Seminar	Aurora - CRISP	Barbados	20-Feb-05	22-Feb-05
BEST	Hutson	M	The Barbados Light & Power Co Ltd	Barbados	Executive Leadership Seminar	CMD/Aurora - CRISP	Barbados	17-Apr-05	19-Apr-05
BISCETTE	Christine	F	Ministry of Finance	St. Lucia	Internship - Insurance Audit	Insurance Management	Roebuck Street, Bridgetown	25-Oct-04	5-Nov-04
BLAIZE	John	M	National Archives Authority of St. Lucia	St. Lucia	Master CIW Designer	Cable & Wireless College	P.O. Box 111, Bridge Street, Castries	13-Oct-03	31-Oct-03
BLEASDILLE	Stephanie	F	Housing Authority of Grenada	Grenada	Risk & Portfolio Management	Calidad Investment & Financial Svcs Inc.	Mall Internationale, Haggatt Hall, St. Michael	14-Mar-05	19-Mar-05
BOBB	Daryll	M	Seventh Silver Star Inc	Dominica	Intellectual Property	Aurora - CRISP	Barbados	23-Jan-05	25-Jan-05
BONADIE	Anetha	F	Offshore Finance Authority	St. Vincent	Train the Trainer	CMD (Eastern C'bean Inc.)	Coyaba Hotel, St. Georges	19-Jul-04	23-Jul-04
BRADSHAW	Santia	F	Charlton Chambers	Barbados	Intellectual Property	Aurora - CRISP	Barbados	23-Jan-05	25-Jan-05
BRATHWAITE	Adriel	M	Cidel Bank & Trust Inc.	Barbados	Executive Leadership Seminar	CMD/Aurora - CRISP	Barbados	17-Apr-05	19-Apr-05
BROWN	Marcus	M	Guardian and Trinidad Mutual Ins.	St. Lucia	Cisco Certified Network Administrator	BorderCom Intln Business & Technology Learning Center	141 Eastern Main Road, St. Augustine	9-Feb-04	13-Feb-04
BRYAN	Andrea	F	BIMAP Training Centre	Barbados	CCNA	Ntecom Information Technology	350 5th Avenue, Suite 717, New York, NY 10018	18-Feb-05	27-Feb-05
BULLOCK	Linda	F	Royal Bank Limited -	St. Vincent	Anti-Money Laundering Seminar	Aurora - CRISP	Barbados	20-Feb-05	22-Feb-05
BURKE	Ovid	M	Min. of Telecommunications	St. Vincent	Info Technology	Netcom Information Technology	350 5th Avenue, Suite 717, New York, NY 10018	4-Nov-04	5-Feb-05
BUTCHER	Randolph	M	St. Lucia Distillers Ltd.	St. Lucia	Job Attachment	Angostura Ltd.	The House of Angostura, Angostura St, Laventille	8-Mar-04	2-Apr-04
BUTLER	Kym	F	Dominica Export/Import Agency (Dexia)	Dominica	Intellectual Property	Aurora - CRISP	Barbados	23-Jan-05	25-Jan-05
BYNOE	Brian	M	Ministry of Agriculture, Environment, Lands & Survey Div.	Dominica	Design of Geo databases	Environmental Systems Research Institute	8620 Westwood Center, Vienna, VA 22182	6-Jan-04	12-Feb-04
CAESAR	Alvin	M	Gov't of St. Lucia - Statistical Dept.	St. Lucia	Networking , MCSE	Ntecom Information Technology	350 5th Avenue, Suite 717, New York, NY 10018	22-Jan-05	15-Mar-05
CAMPBELL	Rosemarie	F	Trimart Incorporated	Barbados	Executive Leadership Seminar	CMD/Aurora - CRISP	Barbados	17-Apr-05	19-Apr-05

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CAMPBELL	Anne	F	McIntyre Bros Ltd & Caribbean Horizon Tours & Services	Grenada	Executive Leadership Seminar	CMD/Aurora - CRISP	Barbados	17-Apr-05	19-Apr-05
CHANDLER	Lennox	M	National Council for Science & Technology	Barbados	Science, Technology & Innovation Policy Conference	Univ of the West Indies - Mona Campus	Mona Campus, Kingston 7, Jamaica	28-Jan-04	30-Jan-04
CHARLES	Nancy	F	Frooty Foods Ltd.	St. Lucia	Peachtree Accounting	Business Training Center Ltd.	36 Great George Street, P.O. Box 2203 Roseau	24-May-04	27-May-04
CHASE	Karen	F	Central Bank of Barbados -	Barbados	Anti-Money Laundering Seminar	Aurora - CRISP	Barbados	20-Feb-05	22-Feb-05
CLARKE	Yvonne	F	Sunny Side School	Grenada	Record Management	UWI, Cave Hill Campus	Cave Hill, Barbados	21-Jun-04	31-Jul-04
CLARKE	Tehara	F	Gov't of St. Kitts & Nevis	St. Kitts /Nevis	Masters in Development Economics	Vanderbilt University	Nashville, TN	29-Dec-03	30-Jun-05
CLARKE	Fidela	F	Gov't of St. Kitts & Nevis	St. Kitts /Nevis	MBA	Indiana Univ of Pennsylvania	Indiana, PA.	29-Dec-03	19-Dec-05
COMBIE	Shirley	F	Financial Intelligence Authority -	St. Lucia	Anti-Money Laundering Seminar	Aurora - CRISP	Barbados	20-Feb-05	22-Feb-05
CONNOR	Sheldon	M	St. Kitts Social Security Boardd.	St. Kitts /Nevis	MSDBA	Ntecom Information Technology	350 5th Avenue, Suite 717, New York, NY 10018	4-Feb-05	2-Mar-05
COOMBES	David	M	Caribbean Broadcasting Corporation	Barbados	Intellectual Property	Aurora - CRISP	Barbados	23-Jan-05	25-Jan-05
COOPER	Catherine	F	Cox & Co. Ltd,	St. Lucia	Executive Leadership Seminar	CMD/Aurora - CRISP	Barbados	17-Apr-05	19-Apr-05
CRAWFORD	Leighton	M	Sunisle Communications Inc.	Barbados	Microsoft Certifications	Netcom Information Technology	350 5th Avenue, Suite 717, New York, NY 10018	26-Feb-04	6-Jun-04
CROOKE	Denzil	M	Liverpool Row, Basseterre	St. Kitts & Nevis	Executive Leadership Seminar	CMD/Aurora - CRISP	Barbados	17-Apr-05	19-Apr-05
DANIEL	Barbara	F	Central Bank of Barbados -	Barbados	Anti-Money Laundering Seminar	Aurora - CRISP	Barbados	20-Feb-05	22-Feb-05
DASILVA	Austin "Gary"	M	St. Kitts Nevis Anguilla Trading & Development Co. Ltd	St. Kitts & Nevis	Executive Leadership Seminar	CMD/Aurora - CRISP	Barbados	17-Apr-05	19-Apr-05
DAVIS	Chanda	F	Caribbean Microfinance (Caribbean) Ltd.	St. Lucia	Risk & Portfolio Management	Calidad Investment & Financial Svcs Inc.	Mall Internationale, Haggatt Hall, St. Michael	14-Mar-05	19-Mar-05
DOWDEN	Sandra	F	National Commercial Bank Grenada Ltd -	Grenada	Anti-Money Laundering Seminar	Aurora - CRISP	Barbados	20-Feb-05	22-Feb-05
DURMAN	Axel	M	Bank of St. Lucia Intl Ltd -	St. Lucia	Anti-Money Laundering Seminar	Aurora - CRISP	Barbados	20-Feb-05	22-Feb-05

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ELEUTHERIA	Jn.Marie	F	Caribbean Microfinance (Caribbean) Ltd.	St. Lucia	Risk & Portfolio Management	Calidad Investment & Financial Svcs Inc.	Mall Internationale, Haggatt Hall, St. Michael	14-Mar-05	19-Mar-05
ESTWICK	Patrick	M	Sagico Life Inc	Barbados	Intellectual Property	Aurora - CRISP	Barbados	23-Jan-05	25-Jan-05
EUGENE	Sylvia	F	National Insurance Property Dev. Co.Ltd.	St. Lucia	MBA	Indiana Univ of Pennsylvania	Indiana, PA.	29-Dec-03	30-Jun-05
FADELLE	Jacqueline	F	National Bank of Dominica	Dominica	Anti-Money Laundering Seminar	Aurora - CRISP	Barbados	20-Feb-05	22-Feb-05
FAUSTIN	Verlyn	F	Antigua State College	Antigua	LLM in International Banking and Financial Law	Boston University	Boston, MA	29-Dec-03	31-Dec-04
FELIX	Katherine	F	St. Lucia Distillers Ltd	St. Lucia	Intellectual Property	Aurora - CRISP	Barbados	23-Jan-05	25-Jan-05
FEVRIER	Robert	M	1st National Bank St. Lucia Ltd -	St. Lucia	Anti-Money Laundering Seminar	Aurora - CRISP	Barbados	20-Feb-05	22-Feb-05
FORDE	Shonda	F	The Central Bank of Barbados	Barbados	Anti-Money Laundering Specialist Conference	Association of Certified Anti-Money Laundering Specialists	Las Vegas, NV	8-Sep-04	11-Sep-04
FORDE	Jewel	F	Caribbean Broadcasting Corporation	Barbados	Intellectual Property	Aurora - CRISP	Barbados	23-Jan-05	25-Jan-05
FORDE	Victor	M	Ministry of Labour and Social Security	Barbados	Executive Leadership Seminar	CMD/Aurora - CRISP	Barbados	17-Apr-05	19-Apr-05
FORSYTH	Don	M	Grenada Electricity Services Ltd.	Grenada	Internship	Florida Keys Electric Co-Op Inc	Tavernier, Florida	15-Apr-04	18-Jul-04
FOX	Jonathan	M	Moods & Options	Barbados	MBA	University of Miami	Coral Gables, FL	6-Jan-04	30-Jun-05
FRANCE	Emie	M	St. Kitts Nevis Anguilla Trading & Development Co. Ltd	St. Kitts & Nevis	Executive Leadership Seminar	CMD/Aurora - CRISP	Barbados	17-Apr-05	19-Apr-05
FRANCIS	John	M	Dancebeat Records/SNAAP	St. Kitts /Nevis	Intellectual Property	Aurora - CRISP	Barbados	23-Jan-05	25-Jan-05
FREEMAN	Patrick	M	National Archives Authority of St. Lucia	St. Lucia	Training in Archives	NARA Modern Archives Instit.	700 Pennsylvania Avenue, Washington, DC 20408	20-Jan-05	9-Feb-05
GEORGE	Patrick	M	Financial Intelligence Unit	Dominica	Anti-Money Laundering Seminar	Aurora - CRISP	Barbados	20-Feb-05	22-Feb-05
GITTENS-STOUTE	Cheryl	F	Paradigm Consultants and Associates	Barbados	Intellectual Property	Aurora - CRISP	Barbados	23-Jan-05	25-Jan-05

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GRANT	Darron	M	Tropical Wave Productions	Barbados	Intellectual Property	Aurora - CRISP	Barbados	23-Jan-05	25-Jan-05
GREAVES	Camilla	F	Hanschell Inniss Ltd	Barbados	Executive Leadership Seminar	CMD/Aurora - CRISP	Barbados	17-Apr-05	19-Apr-05
GRIFFITH	Natasha	F	Barbados Justice Improvement Proj.	Barbados	Financial Markets	Euromoney	225 Park Avenue, 6th Fl, New York, NY 10003	17-Jan-05	21-Jan-05
GUMBS	Roger	M	Central Bank of Barbados -	Barbados	Anti-Money Laundering Seminar	Aurora - CRISP	Barbados	20-Feb-05	22-Feb-05
GUTHRIE	Lynford	M	Josephine Gabriel & Co Ltd Valley Road, Roseau	Dominica	Executive Leadership Seminar	CMD/Aurora - CRISP	Barbados	17-Apr-05	19-Apr-05
HAMILTON-LUKE	Valerie	F	Antigua and Barbada Development Bank -	Antigua	Anti-Money Laundering Seminar	Aurora - CRISP	Barbados	20-Feb-05	22-Feb-05
HAREWOOD	Shelley-Lynn	F	Barbados Public Workers Cooperative Credit Union Ltd -	Barbados	Anti-Money Laundering Seminar	Aurora - CRISP	Barbados	20-Feb-05	22-Feb-05
HARRIS	Ruall	M	Barbados Chambers of Commerce	Barbados	Intellectual Property	Aurora - CRISP	Barbados	23-Jan-05	25-Jan-05
HARRIS	Sheila	F	Seon and Associates	Grenada	Intellectual Property	Aurora - CRISP	Barbados	23-Jan-05	25-Jan-05
HART	Marion	F	Seven of Hart's Multi-Purpose Food Service	Barbados	Intellectual Property	Aurora - CRISP	Barbados	23-Jan-05	25-Jan-05
HASELL	Andrew	M	McBridge Caribbean Ltd	Barbados	Executive Leadership Seminar	CMD/Aurora - CRISP	Barbados	17-Apr-05	19-Apr-05
HAYNES	Priscilia	F	St. Vincent Electricity Services Ltd.	St. Vincent	Computer Technical Specialist	Ameritech Global Services (St. Lucia) Ltd.	28 Micoud Street, Castries	29-Mar-04	3-Apr-04
HAZZARD	Althea	F	Sagikor Life Inc -	Barbados	Anti-Money Laundering Seminar	Aurora - CRISP	Barbados	20-Feb-05	22-Feb-05
HENRY	Sylvester	M	St. Lucia Chamber of Commerce, Industry & Agric	St. Lucia	Web Design	ICT Training Institute	Colony House, John Compton Hway, Castries	15-Mar-05	21-Mar-05
HILL	Kevin	M	Ministry of Foreign Affairs	Antigua	Computer Technical Specialist	Ameritech Global Services (St. Lucia) Ltd.	28 Micoud Street, Castries	29-Mar-04	3-Apr-04
HINDS	William	M	Solar Transport Project Inc	Barbados	Intellectual Property	Aurora - CRISP	Barbados	23-Jan-05	25-Jan-05
HOLDER	Ralph	M	HiPac Lilimited	Barbados	Executive Leadership Seminar	CMD/Aurora - CRISP	Barbados	17-Apr-05	19-Apr-05

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HOLLINGSWORTH	Wendy	F	Farm-A-Sys Agri-Services Ltd.	Barbados	Science, Technology & Innovation Policy Conference	Univ Technology Managers Annual Conference	San Antonio, TX	2-Mar-04	7-Mar-04
HOMER	Patterson	M	Cooperative Department -	St. Vincent	Anti-Money Laundering Seminar	Aurora - CRISP	Barbados	20-Feb-05	22-Feb-05
HOPE	Anderson	M	Purity Bakeries	Barbados	Executive Leadership Seminar	CMD/Aurora - CRISP	Barbados	17-Apr-05	19-Apr-05
HUGGINS	Desserie	F	Self-employed	St. Vincent	Farm Certification Program	NAMDEVCO	Siparia Erin Road, Debe	15-Feb-05	19-Feb-05
ISAAC	Avril	F	Caribbean Environmental Health Instit	St. Lucia	Web Design	ICT Training Institute	Colony House, John Compton Hwy, Castries	15-Mar-05	21-Mar-05
JARVIS	Alexis	M	Min. of Telecommunications	St. Vincent	CWNA, CCNA	Ntecom Information Technology	350 5th Avenue, Suite 717, New York, NY 10018	18-Feb-05	1-Mar-05
JEAN	Allison	F	Ministry of Labour Relations, Public Service and Cooperatives,	St. Lucia	Executive Leadership Seminar	CMD/Aurora - CRISP	Barbados	17-Apr-05	19-Apr-05
JOHN	Anne	F	St. Lucia Mortgage Finance & Co. Ltd	St. Lucia	Anti-Money Laundering Seminar	Aurora - CRISP	Barbados	20-Feb-05	22-Feb-05
JOHNSON	Clem	M	Island Locations	Dominica	Intellectual Property	Aurora - CRISP	Barbados	23-Jan-05	25-Jan-05
JOSEPH	Benedict	M	Gov't of St. Lucia - Inland Revenue Dept.	St. Lucia	Tax Analysis & Revenue Forecasting	Duke University - Dule Center for Intln Development	Box 90237, Durham, NC 27708	18-Jun-04	17-Jul-04
JOSEPH	Felice	F	Frooty Foods Ltd.	St. Lucia	Microsoft Office Suite	Ameritech Global Services (St. Lucia) Ltd.	28 Micoud Street, Castries	25-Jan-04	30-Jan-04
JOSEPH	Aliezer	F	M & C Drug Store	St. Lucia	Microsoft Office Suite	Ameritech Global Services (St. Lucia) Ltd.	28 Micoud Street, Castries	5-Apr-04	13-Apr-04
KING	Inga	F	BNB Inc -	Barbados	Anti-Money Laundering Seminar	Aurora - CRISP	Barbados	20-Feb-05	22-Feb-05
KNIGHT	Curtis	M	FirstCaribbean Intln Bank	Barbados	Dip Finance & Banking	Boston University	Boston, MA	1-Sep-04	6-May-05
KNIGHT	Ronald	M	Apex Services	Dominica	CompTIA Training	Business Training Cener	36 Great George Street, P.O. Box 2203 Roseau	30-Nov-04	24-Feb-05
Knights	Aiandra	F	National Bank of Dominica	Dominica	Securities Law and Regulatory Structure	University of Pennsylvania	San Francisco, CA	22-Aug-04	27-Aug-04
KNIGHTS	Sherma	F	Ministry of Agriculture	St. Vincent	Database Training	Advantage Training Solutions	2nd Avenue, Belleville, St. Michael	27-Oct-04	29-Oct-04
LAVINIER	Timothy	M	Ministry of Education	Dominica	Database Management	International College	Naples, Florida	2-May-04	24-Dec-04

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LETANG	Rhoda	F	National Development Corporation	Dominica	Anti-Money Laundering Seminar	Aurora - CRISP	Barbados	20-Feb-05	22-Feb-05
LICORISH	Renee	F	Bayshore Bank & Trust (Barbados) Corp	Barbados	Risk Management Convention	Global Association of Risk Professionals	New York City, NY	31-Jan-05	4-Feb-05
LORDE	Peter	M	Ministry of Commerce, Small Enterprise Development Unit,	St. Lucia	Executive Leadership Seminar	CMD/Aurora - CRISP	Barbados	17-Apr-05	19-Apr-05
MACK	Newell	M	Unemployed	Antigua	Computer Technical Specialist	Ameritech Global Services (St. Lucia) Ltd.	28 Micoud Street, Castries	29-Mar-04	3-Apr-04
MAGER	Pauline	F	Caribbean Duty Free	Barbados	Executive Leadership Seminar	CMD/Aurora - CRISP	Barbados	17-Apr-05	19-Apr-05
MANNIX	Jacqueline	F	Antigua Commercial Bank	Antigua	Anti-Money Laundering Seminar	Aurora - CRISP	Barbados	20-Feb-05	22-Feb-05
MARQUIS	Waine	M	St. Lucia National Archives	St. Lucia	Job Attachment	UWI, Cave Hill CampU.S.A.rchives & Record Centre	Cave Hill Campus, St. Michael	13-Oct-04	12-Nov-04
MARTINDALE	Amanda	F	Bank of Antigua	Antigua	Microsoft Office Specialist	Internet Connections	High Street, St. John's	28-Sep-04	28-Feb-05
MARTINDALE	Juny	F	Bank of Nova Scotia -	Barbados	Anti-Money Laundering Seminar	Aurora - CRISP	Barbados	20-Feb-05	22-Feb-05
MASON	Tiesha	F	Museum of Antigua & Barbuda	Antigua	Database Training	Advantage Training Solutions	2nd Avenue, Belleville, St. Michael	27-Oct-04	29-Oct-04
MATTHEW	Donna	F	East Caribbean Financial Holdings Ltd -	St. Lucia	Anti-Money Laundering Seminar	Aurora - CRISP	Barbados	20-Feb-05	22-Feb-05
MAYNARD	Sherry	F	Sandy Lane Hotel	Barbados	Certificate in Network Security M.A.	North Eastern University	Boston, MA	24-Mar-04	15-Jun-05
MCDOWILL	Paul	M	National Bank of Dominica	Dominica	Intellectual Property	Aurora - CRISP	Barbados	23-Jan-05	25-Jan-05
MINORS	Michael	M	Brydens & Minors Ltd	Grenada	Executive Leadership Seminar	CMD/Aurora - CRISP	Barbados	17-Apr-05	19-Apr-05
MINORS	Kateisha	F	St. Vincent & the Grenadines Marketing Corporation	St. Vincent	Microsoft Access	Ameritech Global Services (St. Lucia) Ltd.	28 Micoud Street, Castries	4-Apr-04	6-Apr-04
MITILLE	Julia	F	Small Enterprise Development Unit	St. Lucia	Certificate in Pastry & Baking Arts	Institute of Culinary Education	NY	26-Jul-04	28-Feb-05
MORANCIE	Ayoub	M	Scotiabank	Dominica	Anti-Money Laundering Seminar	Aurora - CRISP	Barbados	20-Feb-05	22-Feb-05

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MORRIS	Philmon	M	St. Vincent Electricity Services Ltd.	St. Vincent	Internship in Networking	Barbados Light & Power Co. Ltd.	Garrison, St. Michael	15-Mar-04	3-Apr-04
MOURILLON	Verieux	M	Eastern Caribbean Central Bank	St. Kitts & Nevis	Executive Leadership Seminar	CMD/Aurora - CRISP	Barbados	17-Apr-05	19-Apr-05
MURRELL	Neil	M	National Sports Council	Barbados	Intellectual Property	Aurora - CRISP	Barbados	23-Jan-05	25-Jan-05
NEILANDS	David	M	Supercentre Ltd	Barbados	Executive Leadership Seminar	CMD/Aurora - CRISP	Barbados	17-Apr-05	19-Apr-05
NICHAEL	Nichael	F	Housing Authority of Grenada	Grenada	Credit & Collections Management	Cohen & Klein Consulting	8362 Pines Blvd, Pembroke Pines, Fl 33024	22-Nov-04	27-Nov-04
ONU	Telojo	F	Small Enterprise Development Unit (SEDU)	St. Vincent	Intellectual Property	Aurora - CRISP	Barbados	23-Jan-05	25-Jan-05
PARRIS	David	M	Barbados Investment and Development Corporation	Barbados	Executive Leadership Seminar	CMD/Aurora - CRISP	Barbados	17-Apr-05	19-Apr-05
PASCAL	Joannes	M	Dominica Export Import Agency	Dominica	Postharvest Principles & Practices	University of Idaho	Moscow, ID 83844	1-Mar-05	19-Mar-05
PAYNE-LEWIS	Yvette	F	Public Service Cooperative Credit Union Ltd.	Grenada	Train the Trainer	CMD (Eastern C'bean Inc.)	Coyaba Hotel, St. Georges	19-Jul-04	23-Jul-04
PETERS	Gerlan	F	Grenada Public Service Coop Credit Union	Grenada	Risk & Portfolio Management	Calidad Investment & Financial Svcs Inc.	Mall Internationale, Haggatt Hall, St. Michael	14-Mar-05	19-Mar-05
PETERS	Ronald	M	Liberty Club Ltd	Grenada	Executive Leadership Seminar	CMD/Aurora - CRISP	Barbados	17-Apr-05	19-Apr-05
PETERS	Eurika	F	Frootsy Foods Ltd.	St. Lucia	Agri-product processing	HEART Trust/NTA Ebony Park Academy	Toll Gate P.O. Clarendon	31-May-04	11-Jun-04
PHILGENCE	Euthalia	F	James Belgrave Micro Enterprise Dev. Fund	St. Lucia	Job Attachment	Grace Food Processors (Canning) Ltd.	2-6 Twickenham Close, Kingston 11	1-Jun-04	12-Jun-04
PHILLIPS	Maria	F	Aythawn Law Chambers & Rhema Business Consortium	Barbados	Intellectual Property	Aurora - CRISP	Barbados	23-Jan-05	25-Jan-05
PRENTICE	V	M	Financial Services -	St. Kitts /Nevis	Anti-Money Laundering Seminar	Aurora - CRISP	Barbados	20-Feb-05	22-Feb-05
PRICE	Marcena	F	Grenada Public Service Coop Credit Union	Grenada	Risk & Portfolio Management	Calidad Investment & Financial Svcs Inc.	Mall Internationale, Haggatt Hall, St. Michael	14-Mar-05	19-Mar-05
QUEELEY	Ian,	M	The Royal St. Christopher & Nevis Police Force -	St. Kitts /Nevis	Anti-Money Laundering Seminar	Aurora - CRISP	Barbados	20-Feb-05	22-Feb-05
RADIX	Peter	M	Copyright Organisation of Grenada	Grenada	Intellectual Property	Aurora - CRISP	Barbados	23-Jan-05	25-Jan-05

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REGIS	Phillippa	F	Office of the Prime Minister	St. Lucia	Microsoft Office Suite	Ameritech Global Services (St. Lucia) Ltd.	28 Micoud Street, Castries	25-Jan-04	30-Jan-04
ROBERT	Beverly	M	Unemployed	St. Lucia	AccPac Computerized Acctng	Business Training Center Ltd.	36 Great George Street, P.O. Box 2203 Roseau	23-Aug-04	26-Aug-04
ROBINSON	St. Clair	M	Robinson Construction Co Ltd,	St. Vincent	Executive Leadership Seminar	CMD/Aurora - CRISP	Barbados	17-Apr-05	19-Apr-05
ROCQUE	Alix	F	Unemployed	Dominica	Job Attachment	College of Agriculture, Science & Education	Port Antonio	31-May-04	24-Jun-04
ROLLE	Amber	F	OECS Export Development Unit	Dominica	Competitive Marketing Strategy Program	University of Pennsylvania, Wharton Business School	Philadelphia, PA	13-Jun-04	19-Jun-04
ROMAIN-HARRY	Beverly	F	Organisation of Eastern Caribbean States - Export Development Agency	Dominica	Intellectual Property	Aurora - CRISP	Barbados	23-Jan-05	25-Jan-05
ROSERIE-MARQUIS	Cecilia	F	Ministry of Finance -	St. Lucia	Anti-Money Laundering Seminar	Aurora - CRISP	Barbados	20-Feb-05	22-Feb-05
RUCK	Deborah	F	BS&T Food Division	Barbados	MS Networking	Ntecom Information Technology	350 5th Avenue, Suite 717, New York, NY 10018	15-Apr-05	6-May-05
RYAN	Patrick	M	Geo W. Bennet Bryson & Co. Ltd	Antigua	Executive Leadership Seminar	CMD/Aurora - CRISP	Barbados	17-Apr-05	19-Apr-05
SAMUEL	Maron	M	Caribbean Electric Utility Association	St. Lucia	Microsoft Certifications	Netcom Information Technology	350 5th Avenue, Suite 717, New York, NY 10018	11-Mar-04	23-Jul-04
SARJEANT	Judith	F	Call the Planet Corporation	Barbados	Cisco Certified Network Administrator	BorderCom Intl Business & Technology Learning Center	141 Eastern Main Road, St. Augustine	9-Feb-04	13-Feb-04
SEATON	Joezett	F	Unemployed	Grenada	Microsoft Office Suite	Ameritech Global Services (St. Lucia) Ltd.	28 Micoud Street, Castries	25-Jan-04	30-Jan-04
SERIEUX	Eldon	M	Frootsy Foods Ltd.	St. Lucia	Microbiology & Food Safety Course	Pennsylvania State University - Penn State Berks-Leigh Valley College	Reading, PA 19610	4-Jun-04	13-Jun-04
SEUDATH-SINGH	Sasha	F	Ministry of Legal Affairs,	St. Vincent	Executive Leadership Seminar	CMD/Aurora - CRISP	Barbados	17-Apr-05	19-Apr-05
SIMPSON	James	M	Eastern Caribbean Central Bank	St. Kitts & Nevis	Executive Leadership Seminar	CMD/Aurora - CRISP	Barbados	17-Apr-05	19-Apr-05
SKEETE	Michelle	F	Starcom Network Inc.	Barbados	Customer Mgmt	The Resource Center for Customer Serv Professionals	Atlanta , Georgia	30-Jan-05	3-Feb-05
SMITH	Sean	M	Financial Services Regulatory Commission -	Antigua	Anti-Money Laundering Seminar	Aurora - CRISP	Barbados	20-Feb-05	22-Feb-05

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ST. ROSE	Daisy	F	Eastern Caribbean Supreme Court	St. Lucia	Website Design	Business Training Center Ltd.	36 Great George Street, P.O. Box 2203 Roseau	23-Aug-04	26-Aug-04
ST. CLAIR	Gandolph	M	Cultural Development Foundation	St. Lucia	Intellectual Property	Aurora - CRISP	Barbados	23-Jan-05	25-Jan-05
STAPLETON	Anika	F	St. Vincent Marketing Corporation	St. Vincent	CompTIA Training	Business Training Center Ltd.	36 Great George Street, P.O. Box 2203 Roseau	17-May-04	22-May-04
STEDMAN	Lucia	F	Business Training Centre Ltd.	Dominica	Microsoft Certified Trainer Training	CNID, Plantation, FL	6299 W. Sunrise Blvd., Suite 220 Plantation, FL 33313	1-May-04	6-May-04
STOUTE	Jacqueline	F	Gov't of Barbados-Min of Health	Barbados	Certificate Program in Emerging Markets	Fordham University, Bronx, NY	411 East Fordham Road, Bronx, NY 10458	25-May-04	8-Aug-04
SUTTON	Heidi-Lynn	F	Nevis Island Administration -	St. Kitts /Nevis	Anti-Money Laundering Seminar	Aurora - CRISP	Barbados	20-Feb-05	22-Feb-05
TAYLOR	Paul	M	Guardian General Insurance	Barbados	Cisco Certified Network Administrator	BorderCom Intln Business & Technology Learning Center	141 Eastern Main Road, St. Augustine	9-Feb-04	13-Feb-04
THOMAS	Albert	M	Roseau Coop Credit Union Ltd	Dominica	Anti-Money Laundering Seminar	Aurora - CRISP	Barbados	20-Feb-05	22-Feb-05
THOMAS	Sandra	F	Ministry of Finance, Mktng & Development	St. Kitts /Nevis	Financial Markets	Euromoney	225 Park Avenue, 6th Fl, New York, NY 10003	17-Jan-05	21-Jan-05
THOMAS	Robert	M	OECS Secretariat	St. Lucia	Networking Certification	Netcom Information Technology	350 5th Avenue, Suite 717, New York, NY 10018	2-Nov-04	2-Mar-05
THOMAS	Michel	M	Ministry of Commerce - St. Lucia	St. Lucia	Intellectual Property	Aurora - CRISP	Barbados	23-Jan-05	25-Jan-05
THOMAS-ATHILL	Oslyn	F	Financial Services Regulatory Commission -	Antigua	Anti-Money Laundering Seminar	Aurora - CRISP	Barbados	20-Feb-05	22-Feb-05
THOMPSON	Donald	M	St. Kitts/Nevis/Anguilla National Bank -	St. Kitts /Nevis	Anti-Money Laundering Seminar	Aurora - CRISP	Barbados	20-Feb-05	22-Feb-05
VICTOR	Jacob	M	Housing Authority of Grenada -	Grenada	Anti-Money Laundering Seminar	Aurora - CRISP	Barbados	20-Feb-05	22-Feb-05
WAITHE	Dave	M	Lex Caribbean Law Offices	Barbados	Internship at Law Office	The Tech Law Office	750 B Street, Suite 2850, San Diego CA 92101	15-Mar-05	14-May-05
WALLACE	Malcolm	M	Ministry of Agriculture	Dominica	Certificate in Agribusiness	Institute of Applied Agriculture, Univ of Maryland	College Park, MD	22-Jan-04	15-May-04
WALTERS	Michelle	F	Dept of Physical Planning, Nevis	St. Kitts & Nevis	Postgraduate Dip in Geographic Info System	University of Technology, Jamaica	237 Old Hope Road, Kingston 6	19-Oct-04	15-May-05
WATSON	Allison	F	The Barbados Institute of Management & Productivity	Barbados	Intellectual Property	Aurora - CRISP	Barbados	23-Jan-05	25-Jan-05

ACADEMY FOR EDUCATIONAL DEVELOPMENT
Aurora Associates International, Inc.
Caribbean Regional Intern-Scholarship Program
List of participants (Alphabetical)

WEEKES	Travis	M	Creole Theatre Workshop	St. Lucia	Intellectual Property	Aurora - CRISP	Barbados	23-Jan-05	25-Jan-05
WELLS	Phillip	M	J. Q. Charles Ltd.	St. Lucia	Information Systems Databases	Netcom Information Technology	350 5th Avenue, Suite 717, New York, NY 10018	11-Mar-04	23-Jul-04
WILLIAMS	Eric	M	Grenada Electricity Services Ltd.	Grenada	Internship	Barbados Light & Power Co. Ltd.	Garrison, St. Michael	30-Aug-04	17-Sep-04
WILLIAMS	Julita	F	Helen IT Systems	St. Lucia	Microsoft Office Suite	Ameritech Global Services (St. Lucia) Ltd.	28 Micoud Street, Castries	25-Jan-04	30-Jan-04
WILLIAMS	Grenville	M	Financial Intelligence Unit -	St. Vincent	Anti-Money Laundering Seminar	Aurora - CRISP	Barbados	20-Feb-05	22-Feb-05
WOODVINE	Andre	M	COSCAP	Barbados	Intellectual Property	Aurora - CRISP	Barbados	23-Jan-05	25-Jan-05
YOUNG	Mischka	F	National Archives Dept	St. Vincent	Training in Archives	NARA Modern Archives Instit.	700 Pennsylvania Avenue, Washington, DC 20408	20-Jan-05	9-Feb-05

**LIST OF CRISP PARTICIPANTS –
SORTED BY COUNTRY OF ORIGIN, WITH CONTACT INFORMATION**

ACADEMY FOR EDUCATIONAL DEVELOPMENT
Aurora Associates International, Inc.
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List of participants (Alphabetical)

Country	Participant Last Name	First Name	Gender	Street/Mailbox	Telephone	Email	Employer	Job Title	Training Location	Type of Training	Program/Field of Training	Name of Training Institution	Training Institution Full Address	Training Start Date	Training End Date
Barbados	AUDAIN	Margaret	F	Graeme Hall Park	246-426-283	margaret_audain@asicsoc.com	Sagicor Life Ins	Sr. Financial Services Rep	U.S.A.	Conference/ Job attachment	Financial Planning	LIMRA, Connecticut	Connecticut, U.S.A.	10-Oct-04	22-Oct-04
Barbados	AUSTIN	Christal	F	#44 Wanstead Gardens, Cave Hill	246-424-6717	lvicallava@msn.net	Lyrical Lava Inc		Barbados	Intellectual Property	Knowledge Management	Aurora - CRISP	Barbados	23-Jan-05	25-Jan-05
Antigua	FAUSTIN	Verlyn	F	Casado Gardens #3, /P.O. Box WC 105, Woods Ctr.	268-463-945	vfaustin@hotmail.com	Antigua State College	Lecturer	U.S.A.	LLM in International Banking and Financial Law	Finance & Law	Boston University	Boston, MA	29-Dec-03	31-Dec-04
Antigua	HAMILTON-LUKE	Valerie	F	Bath Lodge Village, St. Mary's	268-560-5049	vafox89@hotmail.com/ ADDB@vandy.ac	Antigua and Barbuda Development Bank -	Accounting Analyst	Barbados	Anti-Money Laundering Seminar	Financial Services	Aurora - CRISP	Barbados	20-Feb-05	22-Feb-05
Antigua	HILL	Kevin	M	P.O. Box 1290	268-463-044	Besci@hotmail.com	Ministry of Foreign Affairs	Immigration Officer	St. Lucia	Computer Technical Specialist	Information Technology	Ameritech Global Services (St. Lucia) Ltd.	28 Miconad Street, Castries	29-Mar-04	3-Apr-04
Antigua	MACK	Newell	M	Mercury Street	268-461-805	agwell_mack@hotmail.com	Unemployed	-	St. Lucia	Computer Technical Specialist	Information Technology	Ameritech Global Services (St. Lucia) Ltd.	28 Miconad Street, Castries	29-Mar-04	3-Apr-04
Antigua	MANNIX	Jacqueline	F	Potters New Extension/P.O. Box W145 Wood's Centre	268-460-4515	jmannix@achonline.com/ jmannix@hotmail.com	Antigua Commercial Bank	Compliance Specialist	Barbados	Anti-Money Laundering Seminar	Financial Services	Aurora - CRISP	Barbados	20-Feb-05	22-Feb-05
Antigua	MARTINDALE	Amanda	F	Union Road, Hatton	268-461-247	mandini@hotmail.com	Bank of Antigua	Customer Service Representative	Antigua	Microsoft Office Specialist	Information Technology	Internet Connections	High Street, St. John's	28-Sep-04	28-Feb-05
Antigua	MASON	Tiesha	F	C/o Jean Christian, Skerrits Pasture	268-773-675	tichamson@yahoo.com	Museum of Antigua & Barbuda	Library Assistant	Barbados	Database Training	Information Technology	Advantage Training Solutions	2nd Avenue, Belleville, St. Michael	27-Oct-04	29-Oct-04
Antigua	RYAN	Patrick	M	Long Street, P.O. Box 162, St. John's	268-480-1296	prtyson@canetw.ac	Geo W. Bennet Bryson & Co. Ltd	Managing Director	Barbados	Executive Leadership Seminar	Leadership	CMD/Aurora - CRISP	Barbados	17-Apr-05	19-Apr-05
Antigua	SMITH	Sean	M	Vernon's Development, Parham Town,		sean.smith@antrosenline.ecc.ac	Financial Services Regulatory Commission -	Regulatory Enforcement Officer	Barbados	Anti-Money Laundering Seminar	Financial Services	Aurora - CRISP	Barbados	20-Feb-05	22-Feb-05
Antigua	THOMAS-ATHILL	Oslyn	F	Paynters Estate, Antigua	268-461-9687	oslyn.athill@antiguasunshine.gov.ac Director@antiguasunshine.gov.ac	Financial Services Regulatory Commission -	Compliant Officer	Barbados	Anti-Money Laundering Seminar	Financial Services	Aurora - CRISP	Barbados	20-Feb-05	22-Feb-05
Barbados	BABB	Sean	M	116 Warrens Terrace	246-421-756	sean.babb@gmail.com	Sagicor Life Ins	Help Desk Administrator	U.S.A.	Network Engineering	Information Technology	Netcom Information Technology	350 5th Avenue, Suite 717, New York, NY 10018	26-Oct-04	19-Dec-04
Barbados	BARKER	Heather	F	Arthur's Seat, Melrose, St. Thomas	246-425-2709	heather-barker@lineone.net	Clearly Content		Barbados	Intellectual Property	Knowledge Management	Aurora - CRISP	Barbados	23-Jan-05	25-Jan-05
Barbados	BEHARRY-DUKE	Jlean	F	#1 Newbury Development, St. George	246-435-1994	jleambharvey@hotmail.com	JED Services Limited		Barbados	Intellectual Property	Knowledge Management	Aurora - CRISP	Barbados	23-Jan-05	25-Jan-05
Barbados	BELGRAVE	Wilma	F	Shop Hill, Marins Bay	246-433-1014	wbelgrave@centralbank.org.bb	Central Bank of Barbados -	Senior Examiner	Barbados	Anti-Money Laundering Seminar	Financial Services	Aurora - CRISP	Barbados	20-Feb-05	22-Feb-05
Barbados	BEST	Hutson	M	Bush Hill, Garrison, St. Michael	246-430-4220	hutson.best@btw.com.bb	The Barbados Light & Power Co Ltd	Finance Manager	Barbados	Executive Leadership Seminar	Leadership	CMD/Aurora - CRISP	Barbados	17-Apr-05	19-Apr-05
Barbados	BRADSHAW	Santia	F	Charlton House, Whitepark Road	246-430-0952	sanbrad@caribsurf.com	Charlton Chambers		Barbados	Intellectual Property	Knowledge Management	Aurora - CRISP	Barbados	23-Jan-05	25-Jan-05
Barbados	BRATHWAITE	Adriel	M	Suite 100, One Financial Place, Lower Collymore Rock	246-430-5350	adbrathwaite@cidel.com	Cidel Bank & Trust Inc.	Vice President Trusts & Legal Counsel	Barbados	Executive Leadership Seminar	Leadership	CMD/Aurora - CRISP	Barbados	17-Apr-05	19-Apr-05
Barbados	BRYAN	Andrea	F	64 Zinnia Walk, Oxnards	246-438-545	miceaxid@hotmail.com	BIMAP Training Centre	Asst. Mgmt Counsellor	U.S.A.	CCNA	Information Technology	Netcom Information Technology	350 5th Avenue, Suite 717, New York, NY 10018	18-Feb-05	27-Feb-05
Barbados	CAMPBELL	Rosemarie	F	Mall Internationale, Haggatt Hall, St. Michael	246-430-8038	campbell@trimartinc.com	Trimart Incorporated	General Manager	Barbados	Executive Leadership Seminar	Leadership	CMD/Aurora - CRISP	Barbados	17-Apr-05	19-Apr-05
Barbados	CHANDLER	Lennox	M	Lot 32 Clarke's Road, Waterford	246-427-182	lcchur@caribsurf.com	National Council for Science & Technology	Director	Jamaica	Science, Technology & Innovation Policy Conference	Science & Technology	Univ of the West Indies - Mona Campus	Mona Campus, Kingston 7, Jamaica	28-Jan-04	30-Jan-04
Barbados	CHASE	Karen	F	Seniors	246-421-6599	kchase@centralbank.org.bb	Central Bank of Barbados -	Examiner	Barbados	Anti-Money Laundering Seminar	Financial Services	Aurora - CRISP	Barbados	20-Feb-05	22-Feb-05
Barbados	COOMBES	David	M	The Pine, St. Michael	246-228-9842	dcoombes@cbcsbarbados.bb	Caribbean Broadcasting Corporation		Barbados	Intellectual Property	Knowledge Management	Aurora - CRISP	Barbados	23-Jan-05	25-Jan-05